

# **Plant Protection & Quarantine Strategic Plan**

**FY 2002 - 2007**

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From the PPQ Deputy Administrator:

This PPQ Strategic Plan for Fiscal Years 2002-2007 reflects PPQ's strategic planning progress to date and sets direction to continue to achieve success in the future. The benefits of PPQ's strategic planning efforts are demonstrated in this Plan in the summary of actual accomplishments achieved in FY 2001. We accomplished mission goals and results under the guidance of the first PPQ Strategic Plan for Fiscal Years 2001-2006, while dealing with an environment of change and unpredictability.

Our rapidly changing organizational environment and world make it clear that PPQ's response to change is a key factor in achieving critical mission success now and in the future. Our trade and pest management programs have increased significantly and will continue to increase. The past year's emergency pest introductions, the growing number of legal suits against PPQ's trade-related decisions, and homeland security issues all point to the need for strategic planning, effective emergency preparedness, and change management strategies. Such strategies must include a twofold approach, to guide internal PPQ mission-based emergencies and external emergencies that may be local, national, or worldwide in scope.

The tragedy of September 11 not only changed our lives forever but also the scope of PPQ's mission. We now have a vital role in homeland security in the area of biosecurity. As a result, our pest detection program has to significantly improve to rapidly discover pest introductions, whether planned or not.

In response to the diverse external issues facing PPQ, we have experienced growth internally that must be effectively managed. We must be willing to share knowledge, new technologies, and information— as communication is the key to the success of any organization. Managers need to listen to employees and ensure the needs of the employees, our primary resource, are met.

I urge every employee to continuously reflect on our organization, mission, programs and how we provide service to our customers, stakeholders, and the public. We must continually strive to improve our public service.

We cannot operate based on historical or comfortable approaches. We must be ready and willing to modify the way we operate. Envision a better PPQ. We all need to embrace the concept that we/PPQ can improve.

I look forward to the challenges that lay ahead. I believe that the creative energy and dedication that exists in PPQ will propel us into a successful and rewarding future where we exceed our mission goals.

Richard L. Dunkle  
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## **I. Introduction:**

Plant Protection and Quarantine (PPQ) is an integral part of the Animal and Plant Health Inspection Service's (APHIS) and ultimately the U.S. Department of Agriculture's (USDA) efforts to ensure the health and safety of domestic plant, animal, and other natural resources. PPQ's commitment to safeguarding is succinctly summarized in its mission and vision statements as follows:

**Mission Statement:** APHIS-PPQ safeguards agriculture and natural resources from the risks associated with the entry, establishment, or spread of animal and plant pests and noxious weeds. Fulfillment of its safeguarding role ensures an abundant, high-quality, and varied food supply, strengthens the marketability of U.S. agriculture in domestic and international commerce, and contributes to the preservation of the global environment.

**Vision Statement:** PPQ will provide world leadership, excellence, and innovation in safeguarding agriculture and natural resources.

Without PPQ's protection and safeguarding activities, production agriculture and ultimately the nation's affordable food supply would be at risk. For example, if Mediterranean fruit fly, citrus canker, plum pox virus, Asian longhorned beetle, and other exotic plant pests/diseases remain unchecked by PPQ, annual production and marketing losses of several hundred million dollars would likely be incurred.

PPQ's technical expertise in assessing and regulating the risks associated with agricultural imports into the United States has resulted in a dramatic expansion of the Agency's protection function, especially the commercial protection role: Market access and retention of U.S. products in foreign countries. PPQ must now respond to other countries' plant health import requirements and negotiate science-based standards that ensure domestic agricultural exports are protected from unjustified trade restrictions. In response to needs expressed by the U.S. public and Congress, PPQ's protection role also includes human health and safety issues and development of invasive pest exclusion techniques for vulnerable ecosystems.

Plant and animal pests and diseases and noxious weeds affect all living things, including humans, agricultural products, and natural resources. Therefore, PPQ's program activities are important to the continued well-being of the U.S. public, production agriculture, and natural ecosystems. This strategic plan outlines PPQ's long-term goals and strategies for the next five years, FY 2002-2007.

## II. PPQ Values:

PPQ management, in cooperation with PPQ employees nationwide, have identified and developed shared values that are fundamental requirements for ensuring the successful delivery of PPQ program activities. PPQ's organizational values are based on a common vision and work ethic. The Agency's common set of values are outlined in the following nine value statements:

- 1) **Leadership:** PPQ employees are entrusted with the responsibility for carrying out PPQ's mission. Every PPQ employee exhibits leadership, whether through their work in relationship to other employees or to the stakeholders they work with each day. Each employee's leadership is underscored by initiative, competence, and the desire to achieve excellence. Management clearly defines and communicates expectations, roles, and responsibilities and provides appropriate recognition for accomplishments so that employees embrace a sense of responsibility and accountability for carrying out the mission, vision, and goals of PPQ. The selection and training of PPQ managers develops individuals who are respected by employees for their competence and ability to train, coach, mentor, direct, and support employees. Opportunities exist for employees to share information and provide feedback, resulting in sound, deliberate, and thoughtful policy and operational decisions.
- 2) **Professionalism:** Each PPQ employee reflects the level of professional competence required by his or her position. They are skilled and committed to excellence; they possess a high level of training and proficiency; and they exhibit conduct and qualities that characterize them as professionals. The ability of PPQ employees to maintain the highest technical and ethical standards and take pride in a thorough knowledge of their occupation and mission, coupled with a strong sense of individual responsibility, integrity, honesty, and accountability ensures that PPQ employees are its greatest resource and asset.
- 3) **Work Environment:** PPQ is a results-oriented organization in which employees of diverse backgrounds are valued for their contributions. PPQ is committed to providing an environment that encourages and supports lifelong learning, fosters creativity, innovation, and initiative, and ensures a strategic preparedness to meet future challenges and provide flexibility and adaptability in the workforce. PPQ recruits and retains highly qualified employees and provides a physical work environment that is clean, safe, and conducive to productivity and well-being.

PPQ is committed to giving fair and equitable treatment to all individuals throughout the organization. Appreciation for employees is demonstrated through words and actions, and employees are compensated equitably for their contributions to the mission of the agency. PPQ communicates effectively at all levels of the organization. A true partnership exists within PPQ among all employees, including recognized employee organizations. A spirit of cooperation, mutual respect, and collaboration extends to all parts of the organization.

- 4) **Cooperation and Relationships:** PPQ recognizes that it exists as part of a larger community and works to develop productive and cooperative relationships within that community. PPQ creates strategic alliances that further the mission of the agency with stakeholders. The cooperation of industry groups is ensured through effective partnership agreements and open communication with stakeholders. PPQ uses cooperation and partnership strategies to encourage informed compliance with regulations and statutes, but recognizes the need to address non-compliance vigorously when cooperative efforts falter. PPQ establishes effective interagency partnerships and agreements with international, Federal, State, Tribal, and local government entities and community organizations. PPQ's partnership with other government entities fosters understanding of, and respect and support for, each other's missions. This partnership is achieved through open communication at all levels and dedicated to harmonious and productive relationships.
- 5) **Public Service:** PPQ is sensitive and responsive to the public, in the broadest sense, including all those directly or indirectly affected by its services and regulations, be they citizens or non-citizens, industry, advocacy groups, government entities or non-governmental organizations. PPQ delivers its programs and services in a timely and courteous manner. PPQ is committed to increasing public understanding about the importance of its programs through communication and outreach efforts. PPQ ensures dissemination of useful information through a variety of methods, including personal contact and communication systems. Every PPQ employee approaches his or her job with a sense of service, commitment, dedication, and civic responsibility, which ensures that PPQ provides value to the public that it serves.
- 6) **Innovative Solutions:** PPQ incorporates new and emerging technologies into the workplace. PPQ's highly motivated workforce is proficient in the use of these technologies. PPQ employees are creative and seek innovative solutions to address challenges in the delivery of service and program operations. PPQ employees explore, adapt, and use the many resources available to them worldwide to increase their knowledge, enhance understanding of risk principles, and ensure that the decisions made and actions taken by PPQ have a strong foundation in science and knowledge. PPQ gathers and uses information wisely and effectively in aligning its operations to address risk and provide needed services. PPQ's multidisciplinary Center for Plant Health Science and Technology provides a strong technical and scientific base for dealing with phytosanitary and pest management issues and enables the United States to maintain its competitive position as a world leader in agricultural production and trade while protecting natural ecosystems both at home and abroad.

- 7) **Resource Management:** PPQ strives to provide the best possible value to the public and to customers by establishing clear and appropriate priorities and creating productive and effective partnerships that help focus available resources on critical needs. PPQ effectively manages all of its resources, including human and financial, to ensure strong operations, service delivery, adaptability, and flexibility in the deployment of resources to meet shifting needs and priorities.
- 8) **Environmental Stewardship:** PPQ's success in excluding harmful exotic species plays a vital role in support of the country's national objective to protect the environment. PPQ takes an active role in protecting the environment and improving the quality, safety, and security of the Nation's food supply, as well as educating the public in environmental stewardship. PPQ seeks the participation of a diverse group of stakeholders in program planning and ensures that environmental awareness is addressed in the program planning and development stages. Compliance with environmental statutes and other requirements, along with the active development and use of alternative control methods are integral parts of PPQ's planning process, and allow for the mitigation of potential adverse impacts on the environment.
- 9) **Education and Outreach:** PPQ recognizes public education and outreach as a critical component of program and service delivery. PPQ is committed to developing and implementing strategies to increase understanding of the importance and benefits of safeguarding to producers, consumers, and the general public. Education and outreach will create a depth of understanding and appreciation for the role of safeguarding in the protection of the environment, the Nation's food supply, and the economy, that is so great that compliance with quarantine laws and regulations will be a natural result.

### **III. PPQ Strategic Planning Process and Strategic Analysis:**

#### **A. Overview of the PPQ Strategic Planning Process**

The ultimate goal of the PPQ strategic planning process is to consistently achieve mission goals and desired results. The PPQ Executive Team (PPQET) established an annual strategic planning meeting that is held after the end of each fiscal year. The objective is to reflect on actual past-year accomplishments and set organizational direction and priorities. During the strategic planning meeting, the PPQET validates existing PPQ mission, vision, and values statements and assesses relevant external and internal issues that could impact the Agency's mission. An examination of external issues identifies PPQ program activity opportunities or threats, identifies areas of program uncertainty, and assesses the status of resource availability. Afterwards, a discussion of internal issues such as PPQ's strengths, weaknesses, distinctive competencies, past performance, and the status of accomplishments is discussed. The entire discussion enables PPQ leadership to identify critical issues and priorities, and set long-term direction. The PPQET sets long-term direction through the issuance of long-term goals, strategies, and key initiatives. In support of a flexible strategic planning process that adapts to changing



needs, the PPQET meets frequently after setting direction to chart progress, to discuss new issues, and to set new direction, as necessary.

Strategic planning in PPQ is the initial phase of a three-phase planning process. The three-phase process includes “strategic planning”, “operational planning”, and “results management”. Using the strategic plan as a guide, program managers work with their staffs and develop annual operational plans, budget requests, and performance management/measurement criteria. The Phase 2 operational plans define each program’s annual or short-term goals or methods to help the Agency achieve long-term goals included in the strategic plan. Phase 3 (results management) focuses on plan execution. During Phase 3, managers compare actual performance with both operational and strategic plans to determine if planned short and long-term results were actually accomplished. The Phase 3 Results Management component also ensures PPQ compliance with the Government Performance Results Act and diverse Departmental mandates.

## **B. Strategic Analysis**

This section summarizes the key external and internal factors that are likely to have the greatest impact on PPQ’s future. During the most recent strategic planning meeting, the PPQET surfaced these issues as critical and discussed root causes. As an end result of the analysis, the PPQET identified the long term goals needed to carry out the PPQ mission or effectively position PPQ for the future.

### *External Critical Issues and Concerns*

In developing goals and strategies needed to accomplish the Agency’s mission, PPQ has taken into account a wide range of external factors. The following issues need to be addressed to achieve desired mission outcomes. The success of PPQ program activities over the next five years will be impacted by how well the Agency manages the following four factors:

#### **1. Food Security and Pest Detection to Advance Homeland Security**

A more positive outcome of recent terrorism and the resulting Homeland Security effort is that pest detection, deemed the weakest safeguarding link in the PPQ Safeguarding Review, is viewed as a critical issue that must be enhanced to safeguard our food supply and homeland. PPQ plans to partner with states to establish a national pest detection initiative to find pests whether intentionally or unintentionally introduced into the United States. The goal is to eradicate such introductions before they become established and protect consumers and the American food supply, agricultural production, and natural resources.

**2. Emerging plant health issues and their real or perceived impact on public health and/or domestic economic interests.**

Outbreaks of plant pests and diseases such as citrus canker, Asian longhorned beetle, fruit flies, and plum pox virus can only be addressed through a thorough understanding of the underlying biological foundation for each outbreak. New emergency management responsibilities, agricultural threats, and pressures against use of biotechnology-derived products require new decision models based on assessment of risk. PPQ must develop and use the latest scientific methods and technologies and work closely with scientists around the world to anticipate and understand the nature of emerging health threats to production agriculture and natural ecosystems.

**3. Globalization will continue to challenge PPQ's capacity to accomplish its mission.**

The global economy's movement toward more open societies and liberalized economies does not just facilitate the movement of products and workers – it also expedites passage for terrorists, small arms, drugs, illegal immigrants, and disease. In addition, implementing and complying with new rules of trade (i.e. scientific risk assessments, equivalency, transparency, regionalization, and dispute settlement) create new responsibilities and demands for services that threaten to outstrip PPQ's current resources. Improved transportation technologies also increase the movement of plant pests and diseases. Dramatic increases in international travel, trade, and containerized cargo make total reliance on traditional inspection procedures impractical. PPQ must continue to update detection methods, prevention strategies, monitoring systems, and response actions.

**4. U.S. public expectations regarding the Federal government and PPQ's role .**

Demands for PPQ services continue to rise. Interest groups are applying increased public pressure for the Agency to become involved in new issues beyond the scope of its traditional mandate or current capacity. For example, PPQ is now being asked to participate in control and/or eradication programs for both marine and terrestrial noxious weeds. At the same time, U.S. citizens are looking for a balance between pragmatic solutions to problems and protection of the environment and natural resources. PPQ will continue to update strategies and methods to ensure that programs are practical, timely, environmentally sound, and socially acceptable.

The Internet and other advanced communication technologies have increased the public's expectations. Everyone demands quick access to information about PPQ's services, technical assistance, and regulations. At the same time, there is a growing distance between the general public and production agriculture. As our society continues to move away from its agrarian roots, there is a corresponding decrease in the understanding of, and appreciation for, the basic

PPQ mission of protecting and promoting production agriculture. Public education and outreach will become increasingly important as APHIS builds support for its programs.

### *Internal Critical Issues and Concerns*

#### **1. Change Management and Effective and Rapid Response to Internal PPQ and External Emergencies**

Whether external events such as the September 11<sup>th</sup> homeland security threat or internal pest emergencies that fall within the PPQ mission, PPQ must establish and maintain an effective emergency preparedness strategy and articulate it to employees. The goal is to promote employee safety and to achieve optimum mission outcomes, despite the dire circumstances. The impact these events have on operations, and the decision to change direction must be clearly documented, analyzed, implemented, and managed.

#### **2. Organizational Growth Management, including Effective Internal Communications, Knowledge Management, and Technological Innovations**

Consistent with family growth, organizational growth, especially rapid growth during a short time span, requires innovative ways of communicating, sharing knowledge, and managing information corporately. PPQ must effectively manage organizational growth through the effective use of communication systems, knowledge management (KM) concepts, technology, and information management strategies. PPQ must increasingly foster peer-to-peer collaboration and knowledge-sharing, while controlling the traditional tendency towards stove-piped data collection and reporting. This requires use of KM strategies to maximize our collective intelligence, information quality, and human resources. Ultimately, these improvement efforts will enable PPQ to simultaneously improve its operational practices while realizing direct benefits of sharing uniform program information throughout PPQ.

With these external and internal concerns in mind, the PPQET set direction to fulfill the PPQ mission of safeguarding plant, animal, and other natural resources. The PPQET developed and subsequently organized and planned PPQ work around specific long-term strategic goals. All of PPQ's long-term goals directly support three of USDA's main goals:

- C Enhancement of income stability for U.S. farmers and ranchers;
- C Maintenance and enhancement of the Nation's natural resources and environment; and
- C Serve the public more effectively and efficiently.

The seven long-term strategic goals developed by PPQ are summarized in the following table. These long-term goals have a broad focus and are designed to provide general guidance to PPQ program managers in the development and/or revision of PPQ program initiatives.

#### IV. Status Update: PPQ Long-term Strategic Goals

Table 1: Long-term PPQ strategic goals for FY 2002 - 2007.

Strategic Goals		Goal Statement
<b>Goal 1:</b>	<b>Pest and Disease Risk Analysis</b>	Identify, assess, and characterize pest and disease risk for the purpose of planning and mitigation.
<b>Goal 2:</b>	<b>Exclusion and Prevention</b>	Proactively reduce, to acceptable levels, risk associated with exotic pest and disease introductions.
<b>Goal 3:</b>	<b>Trade Issues Resolution Management</b>	Take a leadership role in international standard setting, bilateral and multilateral discussions, and the resolution of sanitary/phytosanitary trade issues that impede market access, expansion, and retention of U.S. agricultural products.
<b>Goal 4:</b>	<b>Pest Detection and Rapid Response</b>	Provide leadership for coordination of national pest detection programs and rapid response to new pest and disease introductions.
<b>Goal 5:</b>	<b>Invasive Species Management</b>	Effectively reduce the impact of plant pests of regulatory importance to PPQ through implementation of risk-based management programs.
<b>Goal 6:</b>	<b>Technological and Innovative Solutions</b>	Increase the efficacy of PPQ programs through the creative development and application of innovative, scientific, and technological approaches.
<b>Goal 7:</b>	<b>Organizational Performance</b>	Operate an efficient, effective, and discrimination-free organization.

PPQ has developed a number of strategies or methods that PPQ will undertake to achieve desired goals. Strategies associated with each of PPQ's strategic goals are summarized in Tables 2 through 8 on the following pages. Congress enables PPQ to implement these strategies by funding program "line items" in the USDA budget and authorizing the use of trust funds, user fees, and cooperative service agreements. PPQ's long-term goals and strategies provide Congress with a blueprint for approving the Agency's annual budget. Congressional staffers monitor PPQ's strategic plan and adjust annual budget allocations to ensure the availability of adequate funding for both ongoing and new program initiatives.

**Table 2 - Goal 1: Pest and Disease Risk Analysis** – Identify, assess, and characterize pest and

disease risk for the purpose of planning and mitigation.

Strategies to Achieve the Goal	Program Activity
<ol style="list-style-type: none"> <li>1) Continual evaluation and incorporation of best available science-based information, methodologies, and technologies to reduce the risk of exotic animal and plant pests and diseases and noxious weeds entering the United States.</li> <li>2) Identify data gaps and research needs and establish priorities.</li> <li>3) Apply pest identification resources to risk and pathways analysis (i.e inventories, surveys, etc.). Include information compiled by both PPQ identifiers and IS personnel.</li> <li>4) Develop, maintain, and institutionalize pest lists as a primary target for safeguarding activities.</li> <li>5) Incorporate off-shore pest data to ensure risk is fully characterized.</li> <li>6) Enhance collaborative analytical efforts supporting safeguarding with: a) other APHIS program units (i.e. International Services and Veterinary Services); and b) other federal, international and non-governmental organizations (i.e. ARS, universities, IPPC).</li> <li>7) Develop an automated information resource (i.e. database resource) for risk information that is readily accessible to all program personnel.</li> <li>8) Develop risk and pathway analysis models and guidelines for local (i.e. port level) operational decision making.</li> <li>9) Provide innovation and leadership for biotechnology permitting and release activities.</li> <li>10) Foster collaborative efforts in support of Federal programs designed to combat potential biological threats and to enhance the security of our homeland.</li> </ol>	<div style="display: flex; flex-direction: column; align-items: flex-start;"> <div style="display: flex; align-items: center; margin-bottom: 5px;"> <span style="margin-right: 10px;">C</span> <span>Homeland Security</span> </div> <div style="display: flex; align-items: center; margin-bottom: 5px;"> <span style="margin-right: 10px;">C</span> <span>Agricultural Quarantine Inspection (AQI)</span> </div> <div style="display: flex; align-items: center; margin-bottom: 5px;"> <span style="margin-right: 10px;">C</span> <span>Preclearance</span> </div> <div style="display: flex; align-items: center; margin-bottom: 5px;"> <span style="margin-right: 10px;">C</span> <span>APHIS Plant Health Programs (PHP)</span> </div> <div style="display: flex; align-items: center; margin-bottom: 5px;"> <span style="margin-right: 10px;"></span> <span>Veterinary Medical Office</span> </div> <div style="display: flex; align-items: center; margin-bottom: 5px;"> <span style="margin-right: 10px;">C</span> <span>Permits &amp; Risk Assessments</span> </div> <div style="display: flex; align-items: center; margin-bottom: 5px;"> <span style="margin-right: 10px;">C</span> <span>Information Technology</span> </div> <div style="display: flex; align-items: center; margin-bottom: 5px;"> <span style="margin-right: 10px;">C</span> <span>Center for Plant Health and Technology (CPHST)</span> </div> <div style="display: flex; align-items: center; margin-bottom: 5px;"> <span style="margin-right: 10px;">C</span> <span>APHIS International Services (IS)</span> </div> <div style="display: flex; align-items: center; margin-bottom: 5px;"> <span style="margin-right: 10px;">C</span> <span>APHIS Policy and Program Development (PPD)</span> </div> <div style="display: flex; align-items: center; margin-bottom: 5px;"> <span style="margin-right: 10px;">C</span> <span>PPQ Regional Risk Management Staffs</span> </div> <div style="display: flex; align-items: center; margin-bottom: 5px;"> <span style="margin-right: 10px;">C</span> <span>Biotechnology</span> </div> </div>
<p><b>Performance Measures:</b> PPQ tracks its performance in achieving this goal by monitoring:</p> <div style="display: flex; flex-direction: column; align-items: flex-start; margin-top: 10px;"> <div style="display: flex; align-items: center; margin-bottom: 10px;"> <span style="margin-right: 10px;">C</span> <span>Mitigating the risk associated with movement (international and/ interstate) of plant and animal pests and diseases; and</span> </div> <div style="display: flex; align-items: center;"> <span style="margin-right: 10px;">C</span> <span>Incorporating risk analysis into regulatory and policy decisionmaking.</span> </div> </div>	

**Table 3 - Goal 2: Exclusion and Prevention** – Proactively reduce, to acceptable levels, risk associated with exotic pest and disease introductions.

Strategies to Achieve the Goal		Program Activity	
1)	Develop and implement plant and animal pest and disease mitigation, prevention and/or exclusion programs based on pathway and/or risk analysis at: a) points-of-origin and b) ports-of-entry.	C	AQI
		C	Preclearance
		C	APHIS PHP
2)	Measure level of risk reduction associated with mitigation programs.		Veterinary
3)	Partner with APHIS IS to control and eradicate pests and diseases (i.e. fruit flies, pink hibiscus mealybug, etc.) in foreign countries where pests and/or diseases pose a serious threat to U.S. agriculture.		Medical
			Office
4)	Strengthen participation of host country plant health services in the administration and management of preclearance and other off-shore mitigation activities.	C	Noxious
			Weeds
5)	Align pest exclusion activities along the Canadian border and predeparture airports in accordance with the associated risks.	C	Fruit Fly
6)	Complete the design and implementation of inland inspection programs in accordance with the associated risk.		Exclusion &
			Detection
7)	Advance the Smuggling Interdiction and Trade Compliance (SITC) program activities and realign or expand resources where warranted.	C	Information
8)	Increase consistency, transparency, and effectiveness of existing import regulations (i.e. Q-37, Q-56, noxious weeds, etc.) in conformance with the Plant Protection Act (PPA) and international quarantine standards.		Technology
9)	Advance a comprehensive noxious weed program to align with new Plant Protection Act (PPA) authorities and Invasive Species Executive Order.	C	APHIS IS
10)	Continue to enhance employee and public awareness of PPQ's role to emphasize program focus on pests and diseases of both agricultural and natural resources.		
11)	Improve AQI compliance through public awareness activities that ensure establishment of formalized industry partnerships. (i.e. import brokers, international travelers, etc.).		
12)	Continue to develop and maintain collaborative safeguarding efforts with Federal, State, international and non-governmental organizations.		
13)	Enhance credibility and effectiveness through development of a unified, transparent, and customer oriented approach to all import and interstate permitting activities.		
14)	Enhance AQI exclusion activities at both U.S. ports-of-entry and foreign points-of-origin through incorporation of technological innovations.		
15)	Develop and automate a responsive pest identification capacity that ensures accurate identification within one hour of receipt of specimen.		
16)	Develop uniform and comprehensive transit guidelines that appropriately address risk and ensure consistent application of regulatory quarantine principals.		

**Performance Measures:** PPQ tracks its performance in achieving this goal by monitoring:

- C Reduced threat of agricultural pests and diseases approaching the United States via legal commerce;
- C Reduced threat of agricultural pests and diseases approaching the United States via smuggling and non-compliant cargo;
- C Strengthened administration and management of preclearance and other off-shore risk mitigation activities; and
- C Increased effectiveness of existing import regulations.

**Table 4 - Goal 3: Trade Issues Resolution Management** – Take a leadership role in international standard setting, bilateral and multilateral discussions, and the resolution of sanitary/phytosanitary trade issues that impede market access, expansion, and retention of U.S. agricultural products.

Strategies to Achieve the Goal		Program Activity	
1)	Develop a secure electronic web-based phytosanitary issuance system supported by accurate pest information.	C	Trade Issue Resolution Management (SPS Management)
2)	Serve as USDA's resource for science-based phytosanitary information as related to trade.	C	International Biotechnology
3)	Ensure establishment of a balanced organizational structure to include a field-based component for export services.	C	Permits & Risk Assessments
4)	Serve as USDA's technical representative in written and oral bilateral and multilateral phytosanitary negotiations.	C	Bilateral/Multilateral Negotiations
5)	Standardize and improve the risk mitigation decisionmaking process for imported commodities.	C	Information Technology
6)	Review and update policies regarding establishment of new preclearance programs to ensure program activities are established uniformly and are aligned with the magnitude of the need.	C	International Standard Setting
7)	Develop and implement regulations within PPQ's authorities that enable the accreditation of private entities to perform phytosanitary activities.	C	Import/Export Services
8)	Develop and implement policies to address international biotechnology issues.	C	Accreditation
9)	Promote public awareness and outreach regarding PPQ's export services.		
10)	Provide global leadership in developing international SPS standards.		
<b>Performance Measures:</b> PPQ tracks its performance in achieving this goal by monitoring:			
C	Resolution of agricultural trade barrier issues related to animal and plant health;		
C	Development of and implementation of international standards; and		
C	Strengthening the marketability of U.S. agricultural products.		



**Table 5 - Goal 4: Pest Detection and Rapid Response** – Provide leadership for coordination of national pest detection programs and rapid response to new pest and disease introductions.

Strategies to Achieve the Goal	Program Activity
<ol style="list-style-type: none"> <li>1) Establish an effective network of individuals, organizations, and databases necessary to detect new infestations.</li> <li>2) Ensure sufficient technical and resource capacity to effectively respond to detections of new pest outbreaks.</li> <li>3) Develop the epidemiological capacity to determine both the origin and subsequent likely spread of pests and diseases.</li> <li>4) Develop forecasting techniques for anticipating emerging pest threats.</li> <li>5) Determine presence and/or prevalence of plant pests and diseases of phytosanitary concern at foreign points-of-origin.</li> <li>6) Determine presence and/or prevalence of plant pests and diseases of phytosanitary concern in the United States.</li> <li>7) Coordinate a national and uniform pest identification program.</li> <li>8) Integrate information, education, and outreach activities into pest detection and emergency response programs.</li> <li>9) Evaluate effectiveness of emergency response activities and communicate internally and with stakeholders.</li> </ol>	<div> C AQI C Pest Detection C Emergency Programs - Asian Long-horned Beetle - Citrus Canker - Plum Pox C Fruit Fly Exclusion &amp; Detection C APHIS IS </div>
<p><b>Performance Measures:</b> PPQ tracks its performance in achieving this goal by monitoring:</p> <div> C Minimized number and reduced severity of pest and disease incidents in the U.S.; and C Enhanced emergency response capabilities. </div>	

**Table 6 - Goal 5: Invasive Species Management** – Effectively reduce the impact of plant pests of regulatory importance to PPQ through implementation of risk-based management programs.

Strategies to Achieve the Goal	Program Activity
<ol style="list-style-type: none"> <li>1) Foster development of innovative cooperative programs to strengthen, control or eradicate plant pests and noxious weeds.</li> <li>2) Develop effective new partnerships with States and other stakeholders (both traditional and nontraditional) to manage pest problems and strengthen domestic infrastructure.</li> <li>3) Incorporate new Plant Protection Act (PPA) authorities that allow industry quality assurance programs for pest management (Refer to VS' National Poultry Improvement Plan (NPIP) as a potential model).</li> <li>4) Establish a decision making process for evaluating and prioritizing emerging plant pests to determine the extent of program involvement.</li> <li>5) Create international acceptance of the need to deregulate karnal bunt.</li> <li>6) Prevent golden nematode (GN) from having an adverse impact on domestic production and foreign trade.</li> <li>7) Protect rangeland from outbreaks of grasshoppers and mormon crickets through an emphasis on environmentally friendly and land management approaches.</li> <li>8) Reduce risk of artificial spread of emerging plant pests (e.g. IFA, black stem rust, EGM, Japanese beetle, etc.).</li> <li>9) Eradicate boll weevil from all cotton growing areas in the United States and northern Mexico.</li> <li>10) Prevent infestations of pink bollworm outside the regulated area.</li> <li>11) Develop and implement programs that reduce the impacts of noxious weeds on agriculture and the environment.</li> </ol>	<ul style="list-style-type: none"> <li>C Biological Control</li> <li>C Boll Weevil</li> <li>C Golden Nematode</li> <li>C Grasshopper</li> <li>C Gypsy Moth</li> <li>C Noxious Weeds</li> <li>C Pink Bollworm</li> <li>C Witchweed</li> <li>C Imported Fire Ant</li> <li>C Karnal Bunt</li> <li>C Noxious Weeds</li> </ul>
<p><b>Performance Measure:</b> PPQ tracks its performance in achieving this goal by monitoring:</p> <ul style="list-style-type: none"> <li>C Managed spread of selected agricultural pests and diseases.</li> </ul>	

**Table 7 - Goal 6: Technological and Innovative Solutions** – Increase the efficacy of PPQ programs through the creative development and application of innovative scientific and technological approaches.

Strategies to Achieve the Goal	Program Activity
<ol style="list-style-type: none"> <li>1) Identify program needs and develop, transfer, and facilitate the adoption of new tools and technologies that improve the efficacy of plant health safeguarding activities.</li> <li>2) Inventory critical needs (i.e. develop methods to enhance plants ability to resist exotic plant pests, noninvasive cargo inspection, bio-sensors, etc.) and partner with other Federal agencies, universities, and industry to develop “radical” approaches to science-based applications for plant health safeguarding activities.</li> <li>3) Develop an effective process to technically evaluate and determine how to match tools to locations based on risk and operational needs (i.e. x-ray specifications, infrared detectors, information technology, etc.).</li> <li>4) Develop an integrated PPQ-wide approach to risk analysis methodology and continually improve methodologies.</li> <li>5) Provide leadership in the development and registration/labeling of specific methyl bromide alternatives for commodity treatments.</li> <li>6) Ensure Malathion alternatives are available for future use in tropical fruit fly and other eradication programs.</li> <li>7) Elevate pest identification competencies and provide contemporary tools for the identification of pests at all ports-of-entry and operational programs.</li> <li>8) Fully incorporate biological control as a strategy for accomplishment of PPQ’s safeguarding mission.</li> <li>9) Establish and maintain high standards for the management of information technology (IT), by utilizing best practices and innovative solutions.</li> <li>10) Provide reliable, robust, and user-friendly computer networks that enhance communication and program efficiency.</li> <li>11) Develop IT applications that support program requirements using an Agency-wide data management approach.</li> </ol>	<div style="display: flex; flex-direction: column; align-items: flex-start;"> <div style="margin-bottom: 5px;">C Biotechnology</div> <div style="margin-bottom: 5px;">C Biological Control</div> <div style="margin-bottom: 5px;">C Plant Methods</div> <div style="margin-bottom: 5px;">C Information Technology</div> </div>
<p><b>Performance Measure:</b> PPQ tracks its performance in achieving this goal by monitoring:</p> <div style="margin-top: 10px;"> C New tools and technologies provided to safeguard plant health. </div>	

**Table 8 - Goal 7: Organizational Performance** – Operate an efficient, effective, and discrimination-free organization.

Strategies to Achieve the Goal	Program Activity
<ol style="list-style-type: none"> <li>1) Promote an organizational culture which values and invests in our people to support their professionalism, competency, and innovation as Federal leaders of plant health program activities.</li> <li>2) Determine customer satisfaction index for selected PPQ program activities (i.e air passengers &amp; cargo).</li> <li>3) Enhance voluntary compliance and public acceptance of program activities by increasing public understanding of PPQ's mission to safeguard agricultural and natural resources.</li> <li>4) Establish a culture of continual learning to help employees meet changing competency requirements to continually improve organizational productivity and performance.</li> <li>5) Create and foster a diverse workforce and a work environment that is discrimination-free and where discrimination is not tolerated in program delivery.</li> <li>6) Ensure work environments at PPQ facilities are conducive to promoting safe, effective, and efficient work.</li> <li>7) Deploy and manage human resources to optimize PPQ's capacity to achieve its mission.</li> <li>8) Provide clear leadership expectations to all levels of the organization to assure accountability and alignment with mission and vision.</li> <li>9) Develop recruitment initiatives that result in the hiring of high quality, competent, and committed employees.</li> <li>10) Strengthen program operations through development of a uniform financial management system that integrates budgeting and program planning activities.</li> <li>11) Adopt OPM's Research Grade Evaluation Guide for use in establishing the grade levels of PPQ scientists and identifiers.</li> <li>12) Comply with environmental analysis and reporting requirements and institutionalize a solid environmental ethic in APHIS programs.</li> <li>13) Implement systems for continuous evaluation and subsequent improvement of PPQ program activities.</li> <li>14) Fully implement principals embodied in PPQ Safeguarding Review.</li> </ol>	<p>C PPQ-wide organizational initiatives</p>
<p><b>Performance Measures:</b> PPQ tracks its performance in achieving this goal by monitoring:</p> <p>C Satisfied customers and stakeholders; and</p> <p>C Optimization of PPQ's organizational and employee performance.</p>	

## **V. Status Update: PPQ Executive Team Key Initiatives for 2001 and 2002**

During their February 2-3, 2001 retreat, the PPQET developed 17 operational initiatives to guide Calendar Year (CY) 2001 operations. The operational initiatives encompass key projects or areas of work that must be done to achieve progress or actually implement strategic plan goals. Working groups comprised of APHIS PHP, CPHST, SEPPC, and regional personnel were assembled to ensure substantial progress was made by December 31, 2001. To coincide with Government Performance Results Act (GPRA) time lines and due dates, the PPQET subsequently changed the time line for operational initiatives or performance accomplishments from a CY basis to a fiscal year (FY) basis .

During the FY 2002 strategic planning meeting, the PPQET assessed progress associated with each of the 17 FY 2001 operational initiatives. As a result, some of the projects were deemed fully operational and require no additional strategic plan tracking. The remaining initiatives will continue to be tracked in the updated FY 2002-2007 plan. Additionally, the PPQET established five new FY 2002 initiatives. The executive team adopted the term “Key Initiative” as opposed to “Operational Initiative” for use in this and future strategic plans. Key initiatives will be developed by the executive team at the beginning of each FY to guide the organization and maintain focus on long-term strategic goals and strategies. The following table summarizes FY 2001 key initiative accomplishments, and the PPQET’s decisions regarding future strategic plan tracking of the FY 2001 key initiatives in during FY 2002.

Table 9 : FY 2001 Key Initiatives, Accomplishment Summaries, and FY 2002 Status.

FY 2001 Key Program Initiative		FY 2001 Accomplishments	FY 2002 Status
<p>1. <b>Align</b> PPQ’s organization and culture with the new mission, vision, values, and safeguarding review initiatives as contained in the Strategic Plan. <b>Communicate</b> to all PPQ employees how safeguarding review recommendations fit with the strategic plan. Develop a formal glossy brochure and video to effectively communicate safeguarding and strategic planning to all employees. This would enable information to cascade down through the organization.</p>	C	PPQ collectively revisited and refined its mission statement;	<p>Based on substantial progress made during FY 2001 (as summarized in FY 2001 accomplishments), this initiative has now been fully incorporated into PPQ’s annual strategic planning process and ongoing initiatives will enable the Agency to annually evaluate and update program activities to ensure alignment with long-term goals and strategies. Outcomes will subsequently be communicated with employees and stakeholders. Ongoing tasks include:</p> <p>C Annual PPQET assessment of key initiatives and ongoing program activities; and</p> <p>C Continuous “safeguarding” messages to ensure the concept remains focused within PPQ.</p>
	C	A safeguarding video was developed and disseminated to communicate review outcomes and action plan development/implementation;	
	C	PPQ’s FY 2001-2006 Strategic Plan was developed, published, and distributed;	
	C	Safeguarding brochure that emphasized PPQ’s revised Mission, Vision, and Values was developed, published, and distributed; and	
	C	The PPQET restructured its annual meeting schedule to improve alignment and outcomes.	

FY 2001 Key Program Initiative	FY 2001 Accomplishments	FY 2002 Status
<p>2. <b>Electronic Manuals:</b> Review options to further use of electronic manuals within PPQ. Explore possibilities for use of palm pilots.</p>	<p>Review of available technology has identified "Tough Book" as the electronic tool of choice.</p>	<p><b>Electronic Manuals:</b> CPHST has completed the review of options available to further the use of electronic manuals within PPQ. "Tough Book" is the electronic tool of choice. PPQ has purchased Tough Book and beta testing and validation of tool effectiveness is underway. Once validated, technology rollout will be planned and implemented.</p>
<p>3. Establish <b>Effective 2-way Communication Channels</b> within PPQ.</p>	<p>At various PPQ sites, the PPQET held meetings to communicate issues and Agency direction. PPQ has invested in technology to take advantage of communication tools such as e-mail and web-sites. Additionally, the Agency has contracted with Bottomline Solutions to provide professional expertise to review current communication structures and make recommendations for improvements.</p>	<p>With guidance from two PPQ teams, the Bottomline Solutions contractors collected and analyzed employee communications samples, interviewed PPQET members, and are proceeding to conduct focus group meetings at six PPQ sites. An additional on-line focus group meeting will be conducted. The project's culmination includes problem analysis, solution recommendations and strategies to improve PPQ internal communications. The strategic plan will continue to track this initiative during FY 2002 and report on accomplishments.</p>
<p>4. Complete <b>Cargo User Fee Option Analysis</b> by end of calendar year.</p>	<p>PPQ's Associate Deputy Administrator has initiated an analysis and expects to apprise the PPQET of study results during FY 2002.</p>	<p>PPQET decisionmaking pending review of study findings and recommendations. The strategic plan will continue to track this initiative during FY 2002 and report on accomplishments.</p>

FY 2001 Key Program Initiative	FY 2001 Accomplishments	FY 2002 Status
<p>5. Complete <b>Analysis and Review of Quarantine Regulations</b> and establish priorities for revisions.</p>	<p>Initial analysis and review of Q-37 have been completed. The study group has recommended that regulatory changes be proposed for Q-37. Review of additional quarantine regulations is pending.</p>	<p>A PHP Working Group (led by PPCI and RC staffs) is currently developing a workplan for publication of a Federal Register Notice. The workplan is proposed to be done by July 31, 2002. The Notice will communicate Agency intentions to update Q-37 and solicit public input. The strategic plan will continue to track this initiative during FY 2002 and report on accomplishments.</p>



FY 2001 Key Program Initiative	FY 2001 Accomplishments	FY 2002 Status
<p><b>6. Advance Inland Cargo Inspection.</b></p>	<p>Due to personnel changes, the Inland Inspection Program has a new national program manager. The national program manager is working with Eastern and Western Region program managers and CPHST personnel to develop user fee allocation requests for establishment of proposed inland inspection centers.</p>	<p>Further study of Inland Cargo Inspection site concept identified the following unresolved issues:</p> <p>For sites set up solely by PPQ, PPQ must demonstrate or provide :</p> <p>That our inland sites place little undue burden on the industry, (e.g. containers will be stripped out only once, and all FIS issues will be dealt with in that one place).</p> <p>A cost /benefit analysis will be done to justify the establishment of each proposed site.</p> <p>We will gather evidence that other cargo handling initiatives (both PPQ and US Customs) will not significantly impact (decrease or increase) the volume of shipments expected for each site.</p> <p>In light of the need for research on these issues, APHIS regulatory personnel and PPQ are developing options on how or whether to establish authority or other means to set up these sites. The strategic plan will continue to track this initiative during FY 2002 and report</p>

FY 2001 Key Program Initiative	FY 2001 Accomplishments	FY 2002 Status
<b>7. Fully Implement the Agency's Smuggling Interdiction and Trade Compliance (SITC) Program.</b>	The SITC program has been fully implemented in both the Eastern and Western Region. Personnel selections and operational protocols have been finalized.	This program is now fully operational and will no longer be tracked as a key program initiative in PPQ's strategic planning process.
<b>8. Develop a Comprehensive Electronic-Based Port Identification Scheme</b> , outline a training program for port identifiers and provide contemporary identification tools for port identifiers.	Digital imaging equipment installation completed at all ports with identifiers, national specialist labs and 10 ports without identifiers. Scientific workstations were also upgraded at 11 identifier sites. Additionally, LUCID has been selected as the electronic port identifier tool of choice. This technology will be installed at PPQ locations in both regions, CPHST and the National Identification Staff (Biological and Technical Services) in Riverdale.	During FY 2002, digital imaging equipment installation will be completed at 6 additional ports without identifiers. PPQ will also: (1) install additional scientific workstations at 11 multi-identifier sites; (2) replace cameras at all identifier sites; and (3) upgrade workstations at 5 national specialist labs. NIS will set up and manage an identifier document database to post Agency quarantine action policies, taxonomic tools and other information useful to identification personnel. Additionally, CPHST will focus on development of a project workplan for LUCID acquisition. This will require that necessary keys be identified and written to standardize operations. CPHST and PHP program managers will jointly develop a project implementation and roll out plan by September 30, 2002. The strategic plan will continue to track this initiative during FY 2002 and report on accomplishments.

FY 2001 Key Program Initiative	FY 2001 Accomplishments	FY 2002 Status
<p>9. <b>Resolve all Questions regarding the Tomographic X-ray</b> by the end of the year and make final <b>Recommendations for X-ray Purchases.</b></p>	<p>Tomographic fully evaluated &amp; rejected. Decisions on other x-ray pending.</p>	<p>PPQ will continue to evaluate research technology markets to identify products that will automate and enhance PPQ's detection, identification, testing, and evaluation functions. CPHST has initiated the evaluation process by contacting Federal partners (Department of Defense, Department of Energy, and Department of Transportation) to ascertain the availability of technological tools and determine potential applicability of current Federal technologies to PPQ program activities. The strategic plan will continue to track this technology initiative during FY 2002 and report on accomplishments.</p>
<p>10. Improve mechanism for <b>Establishing CPHST Project Priorities</b> and funding allocations.</p>	<p>Workplan process developed for CPHST. Additionally, the annual FY program planning/budget formulation process initiated in September 2001 included cross-functional teams composed of personnel from Headquarters, both Regions, and CPHST. One team was established for each appropriated line item and AQI user fee funded activity. Results of this process provided CPHST with necessary information regarding needed research and technological support.</p>	<p>Continue the annual FY program planning/budget formulation process initiated in September 2001 to assess and determine best methods for use of collective CPHST funds and clarify CPHST project priorities. Project workplans will subsequently be developed. This process is now fully operational and will no longer be tracked as a key program initiative in PPQ's strategic planning process.</p>

FY 2001 Key Program Initiative	FY 2001 Accomplishments	FY 2002 Status
<p>11. <b>Publish Pests Lists</b> for major categories of pests and develop pathway analysis.</p>	<p>The following initiatives were completed during FY 2001:</p> <ul style="list-style-type: none"> <li>C (CPHST) completed the “Woody Bailey” summary and provided a status update to the PPQET;</li> <li>C Updated working list in all major categories of thrips; and</li> <li>C Established international list with other risk measures and established master list of 34 species.</li> </ul>	<p>Specific targets have been incorporated into PPQ’s FY 2002-2007 Strategic Plan. These targets include:</p> <ul style="list-style-type: none"> <li>C Base pest detection program on current pest lists;</li> <li>C Identify off-shore pest information gathering and mitigation strategies on current pest lists and communicate objective to International Services;</li> <li>C Develop and update 85 percent of PPQ’s emergency response plans to incorporate pest list information; and</li> <li>C Prepare standard operating procedure (SOP) and determine responsible individuals to update, maintain validity, and ensure pest lists are current.</li> </ul> <p>Therefore, the strategic plan will continue to track this technology initiative during FY 2002 and report on accomplishments.</p>
<p>12. <b>Adapt OPM’s Research Grade Evaluation Guide</b> for use in establishing the grade levels of PPQ scientists and identifiers.</p>	<p>CPHST has adapted the OPM grade level guide and uses it consistently.</p>	<p>This initiative has been fully incorporated into daily PPQ operations and will no longer be tracked as a key program initiative in PPQ’s strategic planning process.</p>

FY 2001 Key Program Initiative	FY 2001 Accomplishments	FY 2002 Status
<p><b>13. Creatively Evaluate Port Operational Activities</b> and align staffing and tours of duty with the work. Afterwards, <b>Implement Program Evaluation System for Port Reviews</b>.</p>	<p>The Western Region plans are currently undergoing revision and first formal reviews will start in 2002. The Eastern Region will conduct independent port reviews to insure staffing is aligned with the tours of duty and other quality control issues.</p> <p>National Program evaluation system for Port Reviews: Port Operations staff worked with Eastern and Western assistant regional directors to finalize national port review plan.</p>	<p>Eastern and Western Region evaluation activities will continue to ensure alignment with long-term PPQ goals and strategies and will implement the national port review system in both Regions. The strategic plan will continue to track this initiative during FY 2002 and report on accomplishments.</p>
<p><b>14. Review Cut Flower Line Release Program in Miami</b> for national implications.</p>	<p>The review has been completed and national implications identified. Necessary program modifications were implemented.</p>	<p>Outcomes from this initiative have been fully implemented and, therefore, it will no longer be tracked as a key initiative in PPQ's strategic plan.</p>
<p><b>15. Ensure Total Electronic Connectivity</b> for all employees.</p>	<p>All but 70 small locations have been wired for connectivity.</p>	<p>Develop and implement plan to connect the remaining 70 small to medium sized PPQ offices to ensure total electronic connectivity for all employees in all locations. The strategic plan will continue to track this initiative during FY 2002 and report on accomplishments.</p>

FY 2001 Key Program Initiative	FY 2001 Accomplishments	FY 2002 Status
16. <b>Fully Implement PINOPS</b> and fully integrate ATS.	ATS and Pin-Ops Working groups were reestablished with Regional, PDMA, CPHST representation. System redesign initiated for Pin-Ops to expand use and clarify requirements for Pin-Ops and ATS. Pin-Ops system screen were redesigned to encourage greater use by field inspectors.	ATS and Pin-Ops have been moved to a reliable server with 24/7 support in Kansas City, MO. Additionally, the working group will revise requirements for the second phase of Pin-Ops. The strategic plan will continue to track this initiative during FY 2002 and report on accomplishments.
17. <b>Fully Implement Plant Protection Act (PPA) Authorities:</b> 1) Federal register notice; 2) Guidelines for warrantless inspections; 3) Subpoena authority; 4) Civil penalties; and 5) Cost recovery for remedial measures.	The following PPA authorities were completed and fully implemented during FY 2001: (1) Federal Register Notice Published; (2) Guidelines for warrantless inspections issued; (3) Subpoena authority clarified; and (4) Cost recovery guidelines for remedial measures issued.	Guidelines were written, reviewed, and approved for civil penalties. Training is being implemented and full implementation of all actions in Civil Penalties Action Team (CPAT) report are scheduled for September 30, 2002. Guidelines are already in use for IES. The strategic plan will continue to track this civil penalty initiative during FY 2002 and report on accomplishments.

**FY 2002 Key Initiatives:** The 15 key initiatives for FY 2002 as identified by the PPQET are summarized in Table 10.

Table 10: FY 2002 Key Initiatives.

Initiative	Initiative Description
	(Initiatives 1 through 12 are continued from FY 2001)
1	<b>Electronic Manuals:</b> CPHST has completed the review of options available to further the use of electronic manuals within PPQ. "Tough Book" is the electronic tool of choice. Tough Book has been acquired and beta testing and validation of tool effectiveness is underway. Once validated, technology rollout will be planned and implemented.
2	Establish <b>Effective 2-way Communication Channels</b> within PPQ. The Agency has contracted with Bottomline Solutions (BLS) for professional expertise to review current communication tools and methods and make recommendations for improvements.
3	PPQ's Associate Deputy Administrator has initiated a <b>Cargo User Fee Option Analysis</b> and expects to advise the PPQET of study results during FY 2002.
4	A PHP Working Group (led by PPCI and RC staffs) is currently developing a workplan for publication of a Federal Register Notice. The workplan is proposed to be done by July 31, 2002. The Notice will communicate Agency intentions to <b>Update Q-37 and solicit public input</b> . The strategic plan will continue to track this initiative during FY 2002 and report on accomplishments.
5	<b>Advance Inland Cargo Inspection:</b> For sites that PPQ sets up, additional research such as cost/benefit studies and industry impact analysis will be conducted to demonstrate the benefits and efficiencies associated with the inland cargo inspection site concept.
6	Develop a <b>Comprehensive Electronic-Based Port Identification Scheme</b> , outline a training program for port identifiers and provide contemporary identification tools for port identifiers. During FY 2002, Digital imaging equipment installation will be completed at 6 additional ports without identifiers. PPQ will also: (1) install additional scientific workstations at 11 multi-identifier sites; (2) replace cameras at all identifier sites; and (3) upgrade workstations at 5 national specialist labs. NIS will set up and manage an Identifier document database to post Agency quarantine action policies, taxonomic tools and other information useful to identification personnel. Additionally, CPHST will focus on development of a project work plan for LUCID acquisition. This will require that necessary keys be identified and written to standardize operations. CPHST and PHP-NIS program managers will jointly develop a project implementation and roll out plan by September 30, 2002.
7	<b>Monitor research technology markets</b> to identify products that can automate and enhance PPQ's detection, identification, testing, and evaluation capabilities.

Initiative	Initiative Description
	(Initiatives 1 through 12 are continued from FY 2001)
8	<p><b>Publish Pests Lists</b> for major categories of pests and develop pathway analysis. Specific targets have been incorporated into PPQ's FY 2002-2007 Strategic Plan. These targets include:</p> <ul style="list-style-type: none"> <li>C Base pest detection program on current pest lists;</li> <li>C Identify off-shore pest information gathering and mitigation strategies on current pest lists and communicate objective to International Services;</li> <li>C Develop and update 85 percent of PPQ's emergency response plans to incorporate pest list information; and</li> <li>C Prepare standard operating procedure (SOP) and determine responsible individuals to update, maintain validity, and ensure pest lists are current.</li> </ul>
9	<p><b>Creatively Evaluate Port Operational Activities</b> and align staffing and tours of duty with the work. Afterwards, <b>Implement Program Evaluation System for Port Reviews</b>. PHP-Port Operations will implement the national port review plan in both the Eastern and Western Regions. Evaluation activities will continue to ensure alignment with long-term PPQ goals and strategies.</p>
10	<p><b>Ensure Total Electronic Connectivity</b> for all employees. Develop and implement plan to connect the remaining 70 small to medium sized PPQ offices to ensure total electronic connectivity for all employees in all locations.</p>
11	<p><b>Fully Implement PINOPS</b> and fully integrate ATS.</p>
12	<p><b>Fully Implement Civil Penalty Authorities as allowed by the Plant Protection Act of 2000.</b></p>
	(Initiatives 13 through 15 are new FY 2002 initiatives)
13	<p><b>Formalize response strategies for both internal pest emergencies and external calamities (i.e., terrorists, extreme weather, etc.).</b> Establish a change management strategic goal that outlines change management practices.</p>
14	<p><b>Develop a comprehensive process to expedite human resources operations to recruit, interview, hire, obtain security clearances, and train all new hires.</b></p>
15	<p><b>Designate 5 PPQ ports as super ports</b> (Miami, New York/New Jersey, Los Angeles/Long Beach, San Francisco/Oakland, and Hawaii) and establish, recruit, and approve pertinent hiring decisions by December 2002.</p>

## VI. Program Evaluation:

In the next five years PPQ intends to regularly evaluate each of its five strategic goals, with participation



and/or input from external customers and stakeholders. Some of the more noteworthy program evaluations already planned include an analysis of:

- Stakeholder recommendations received during the “Safeguarding Review” process; and
- Setting APHIS’ Sanitary/Phytosanitary Agenda for 2001-2003.

Ongoing implementation of the Safeguarding Review includes an inherent and continuous evaluation of PPQ programs. One of the significant challenges faced while evaluating and implementing the diverse safeguarding review recommendations has been the integration of these implementation efforts. The PPQET is using the planning process to align operational plans and to assess the need for additional alignment at the strategic level. Program managers and employees are encouraged to assess needs to align change efforts to accomplish optimum results.

In its annual performance plan, required by the Government Performance and Results Act, PPQ will use the performance measures listed in this strategic plan to define the level of performance for program activities and to establish annual performance target updates. PPQ’s annual performance report is an evaluation of whether the Agency achieved its performance targets and goals to safeguard agriculture and natural resources.

## **Appendices**

The following appendices provide (1) PPQ's Annual Performance Management Matrix for FY 2002 - 2007, and PPQ's organizational charts.

Appendix 1: PPQ Annual Performance Management Matrix FY 2002 - 2007.

PPQ Goals	Performance Measures	Program Indicators	FY 2002Target	FY 2003 Target	FY 2004 Target	Long-Term Target (FY 2007)
<b>1. Pest and Disease Risk Analysis:</b> Identify, assess, and characterize pest and disease risk for the purpose of planning and mitigation.	Mitigate the risk associated with plant and animal pests and diseases	Develop risk and pathways analysis models and guidelines for local (i.e. port level) operational decision making.	Hire regional risk analysts	Develop draft models & guidelines	Guidelines published & implemented	Allocate resources commensurate with risk
		Develop risk and pathways analysis models and guidelines for off-shore (i.e. point-of-origin) operational decision making.	Formalize off-shore risk mitigation responsibilities with APHIS counterparts	Develop draft models & guidelines	Guidelines published & implemented	Allocate resources commensurate with risk
		Fully implement, maintain, and update (as necessary) AQI data systems (i.e. ATS & PINOPS).	Finalize training & customer support plan; Enhance software to include new interface & more datasets (i.e. SITC, violations, scientific names, etc).	Fully implement ATS & add additional datasets as necessary; Incorporate use of portable computers & palm pilots.	Identify interface needs to ensure future ATS incorporation into ITDS.	Review, monitor, & enhance PINOPS and ATS as necessary to meet program requirements.
		Manage, maintain, and enhance risk-based program monitoring activities to ensure availability of accurate pathways data.	Hire regional program data managers	Develop draft data quality control guidelines	Implement data quality control guidelines	Allocate resources commensurate with risk
	Incorporate risk analysis into regulatory and policy decision-making.	Annual number of quarantine status pest categorization analyses conducted to fully classify the quarantine status of plant pests.	30	35	40	50 (This represents the maximum sustainable level)
		Annual number of organism pest risk analyses conducted to determine the import and/or interstate movement status of organisms.	1,400	1,450	1,475	1,525

PPQ Goals	Performance Measures	Program Indicators	FY 2002Target	FY 2003 Target	FY 2004 Target	Long-Term Target (FY 2007)
		Annual number of commodity pest risk assessments/analyses conducted to determine the import status of plants and plant products.	10	20	30	40
		Cumulative number of plant pest infestations attributable to biotechnology releases.	0	0	0	0

PPQ Goals	Performance Measures	Program Indicators	FY 2002Target	FY 2003 Target	FY 2004 Target	Long-Term Target (FY 2007)
<b>2. Exclusion and Prevention:</b> Proactively reduce, to acceptable levels, risk associated with exotic pest and disease introductions.	Reduce the threat of agricultural pests and diseases approaching the U.S. via legal commerce.	Percentage of border vehicles in compliance with AQI regulations.	96.1%	96.1%	96.0%	96.0%
		Percentage of imported cargo in compliance with AQI regulations.	96.0%	96.0%	96.0%	96.0%
		Percentage of international air passengers in compliance with AQI regulations.	95.0%	95.0%	95.0%	96.0%
	Reduce the threat of agricultural pests and diseases approaching the U.S. via smuggling & non-compliant cargo.	Total annual tonnage of smuggled products confiscated.	Identify Strategy to Collect Information	Establish Baseline	Project Tonnage in Accordance with Baseline	Project Tonnage in Accordance with Baseline
		Total annual number of imported products recalled from domestic commercial distribution channels due to trade compliance issues.	Identify Strategy to Collect Information	Establish Baseline	Project Number in Accordance with Baseline	Project Number in Accordance with Baseline
	Strengthen the administration and management of preclearance and other off-shore risk mitigation activities.	Cumulative number of active work plans (trust fund agreements) managed and administered by APHIS-PPQ.	23	25	27	33
		Cumulative number of cooperative off-shore risk mitigation programs. (Currently includes: 1) MOSCAMED, 2) Niger Thistle Seed, 3) AGM surveys in Russian Far East, 4) Sonoran citrus, 5) Costa Rican papayas, 6) Chinese SWPM, 7) Logs from New Zealand & Chile - Projected to include Argentine citrus).	7	8	8	8
		Develop process to ensure vessels arriving in U.S. ports from China, Japan, and Korea are free of <i>Lymantria</i> (Asian Gypsy Moth).	Identify & Characterize risk associated with AGM in Japan	Develop Japanese based monitoring program commensurate with risk; Identify & Characterize risk associated with AGM in China	Develop Chinese based monitoring program commensurate with risk; Identify & Characterize risk associated with AGM in Korea	Monitor point-of-origin shipments for AGM

PPQ Goals	Performance Measures	Program Indicators	FY 2002Target	FY 2003 Target	FY 2004 Target	Long-Term Target (FY 2007)
	Increase effectiveness of existing import regulations.	Revise Q-37 regulations with respect to imports of noxious weeds and propagative plant materials.	Identify & Outline Strategy	Finalize Parameters for Risk Analysis	Draft Risk Assessment	Proposed Rule Published for Comment
<b>3. Trade Issues Resolution Management:</b> Take a leadership role in international standard setting, bilateral and multilateral discussions, and the resolution of sanitary/phytosanitary trade issues that impede market access, expansion, and retention of U.S. agricultural products.	Resolve agricultural trade barrier issues related to animal and plant health.	Annual number of trade barrier issues resolved that required a foreign government to revise their import regulations or protocols.	25 to 35 issues resolved	25 to 35 issues resolved	25 to 35 issues resolved	25 to 35 issues resolved
		Annual number of port-of-entry import shipments held and subsequently released once PPQ regulatory concerns were properly addressed.	50 to 150 shipments	50 to 150 shipments	50 to 150 shipments	50 to 150 shipments
		Annual value of U.S. agricultural product exports that result from the successful conclusion of PPQ led bilateral and multilateral negotiations. (Includes market retention, expansion, and access).	\$600 to \$800 million	\$600 to \$800 million	\$600 to \$800 million	\$600 to \$800 million
	Develop and implement international standards.	Cumulative Implement pilot program number of IPPC SPS standards developed with participation of APHIS-PPQ.	14	17	23	28
		Cumulative number of NAPPO SPS standards developed with participation of APHIS-PPQ.	13	15	17	18
		Cumulative number of GMO trade standards and/or guidelines developed through NAPPO, IPPC, or other international organizations with APHIS-PPQ participation.	1	1	1	1
	Strengthen marketability of U.S. agricultural products.	Develop & implement electronic phytosanitary certification system.	Implement pilot program for electronic phytosanitary certification system.	Evaluate results of pilot program & determine feasibility of full implementation	Expand pilot program to additional sites.	Electronic phytosanitary certification system fully operational

PPQ Goals	Performance Measures	Program Indicators	FY 2002Target	FY 2003 Target	FY 2004 Target	Long-Term Target (FY 2007)
		Cumulative number of accreditation programs developed and implemented.	1	1	1	2

PPQ Goals	Performance Measures	Program Indicators	FY 2002Target	FY 2003 Target	FY 2004 Target	Long-Term Target (FY 2007)
<b>4. Pest Detection and Rapid Response:</b> Provide leadership for coordination of national pest detection programs and rapid response to new pest and disease introductions.	Minimize the number and reduce the severity of pest and disease incidents in the U.S.	Number of fruit fly outbreaks in the U.S.	2	2	2	2
		Economic severity of fruit fly outbreaks in the U.S. (estimated annual dollar impact).	\$25 Million	\$25 Million	\$25 Million	\$25 Million
		Detections of new incidents of exotic plant pests.	300	290	290	290
		Annual number of interceptions by PPQ that prevent the entry of quarantined plant pest/diseases.	40,000	40,000	40,000	40,000
	Enhance emergency response capabilities.	Development and implementation of a nationally coordinated emergency response system.	Establish an Emergency Programs Planning & Coordination (EPPC) staff and initiate activities that address emergency response issues raised in the Safeguarding Review.	Review options and develop cadres of PPQ field personnel that are available for specific types of potential emergency programs.	Work with Canadian and Mexican counterparts to develop emergency response protocols and targets for potential pest infestations in close proximity to respective borders.	Fully implement a comprehensive nationally coordinated emergency response system.



PPQ Goals	Performance Measures	Program Indicators	FY 2002Target	FY 2003 Target	FY 2004 Target	Long-Term Target (FY 2007)
<b>5. Invasive Species Management:</b> Effectively reduce the impact of plant pests of regulatory importance to PPQ through implementation of risk-based management programs.	Manage the spread of selected agricultural pests and diseases.	Cumulative acres eradicated of boll weevil.	5.2 million Acres	5.9 million Acres	6.4 million Acres	All cotton acres
		New pink bollworm infestations outside regulated area(s).	0	0	0	0
		Number of acres surveyed for golden nematode.	5,600	6,000	6,000	6,000
		Number of isolated infestations (exceeding 640 acres) of gypsy moth.	4	4	4	4
		Asian longhorned beetle infested areas (square miles) in eradication program.	157	178	178	150
		Acres infested with witchweed at end of season.	4,900	4,100	n/a	n/a
		Number of countries that have deregulated Karnal bunt.	70	65	60	45
		Citrus canker infested areas (square miles) in eradication program.	1,399.5	1,338.5	1,000	500
		Plum pox infested orchard blocks/acres in eradication program.	15 orchard blocks 400 acres	8 orchard blocks 200 acres	4 orchard blocks 50 acres	Plum Pox fully eradicated
		Number of isolated Japanese beetle infestations in W. States.	0	0	0	0
		Improve regulation of Federal noxious weeds.	Publish draft action plan to implement Plant Protection Act provisions	Initiate action plan implementation	Finalize action plan implementation	Manage noxious weed issues in accordance with revised Federal regulations and policies.
		Number of isolated IFA infestations outside regulated area(s). (This does not include outbreaks attributable to natural spread).	0	0	0	0

PPQ Goals	Performance Measures	Program Indicators	FY 2002Target	FY 2003 Target	FY 2004 Target	Long-Term Target (FY 2007)
<b>6. Technological and Innovative Solutions:</b> Increase the efficacy of PPQ programs through the creative development and application of innovative scientific and technological approaches.	Provide new tools and technologies to safeguard plant health.	Cumulative number of genetically engineered new crop varieties evaluated.	56	60	65	73
		Cumulative number of PPQ ports with digital imaging and remote pest identification capabilities.	35	40	45	50
		Cumulative number of pests for which biological control programs are developed, implemented, or transferred.	11	20	23	
		Establish and maintain an electronic permitting and notification system.	Complete requirements analysis and issue contract for design and development.	Develop and implement working prototype and pilot system.	Incorporate all PPQ permit groups into a fully functional E-Permits system and integrate accounting for CITES permits.	Implement paperless permitting and notification process with states and counties.
		Fully implement, maintain, and enhance PINOPS and other corporate database systems.	Finalize training and customer support plan; enhance software to include new interface and more datasets.	Initiate PINOPS implementation and add additional datasets as necessary; Incorporate use of hand held computers.	Fully implement PINOPS and add additional datasets as necessary.	Review, monitor, and enhance PINOPS and other corporate databases as necessary to meet program requirements.
		Cumulative number of headquarter-based IT programmatic operational systems developed or enhanced and subsequently maintained to enhance program delivery.	5	10	15	25
		Cumulative number of new or improved methods and technologies developed by CPHST and adopted by PPQ field units.	Establish short and long-term methods development and research priorities	Establish time frame(s) for priority projects.	Project number in accordance with time frame(s)	Project number in accordance with time frame(s)

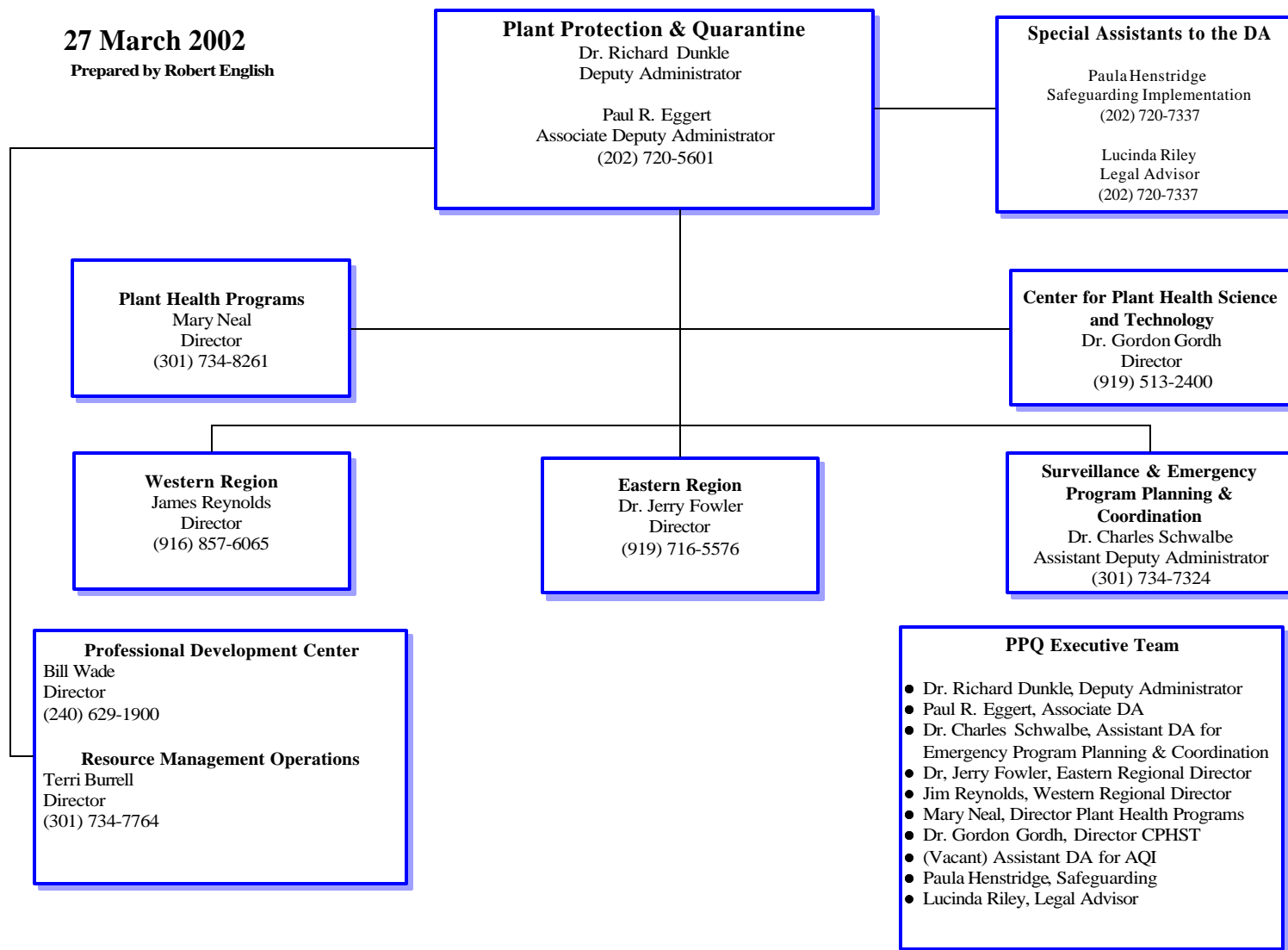
PPQ Goals	Performance Measures	Program Indicators	FY 2002Target	FY 2003 Target	FY 2004 Target	Long-Term Target (FY 2007)
<b>7. Organizational Performance:</b> Operate an efficient, effective, and discrimination-free organization.	Satisfy customers and stakeholders.	Ensure international air passengers and land border vehicles are cleared through the Federal Inspection Service primary inspection process within 30 minutes (non-peak times).	Maintain 30 minutes or less.	Maintain 30 minutes or less.	Maintain 30 minutes or less.	Maintain 30 minutes or less.
		Customer Satisfaction Index for specific program activities.	72 for cargo customers.	Customer segment TBD	Customer segment TBD	Customer segment TBD
		Total PPQ annual appropriated program dollars that help small farms.	\$40 to \$50 million	\$40 to \$50 million	\$40 to \$50 million	\$40 to \$50 million
	Optimize PPQ's organizational and employee performance.	Improve overall PPQ employee job satisfaction (OPM organizational assessment survey).	60%	65%	70%	75%
		Ensure all employees receive civil rights training.	100%	100%	100%	100%

## Appendix 2: PPQ Organizational Chart

# PPQ Organizational Structure

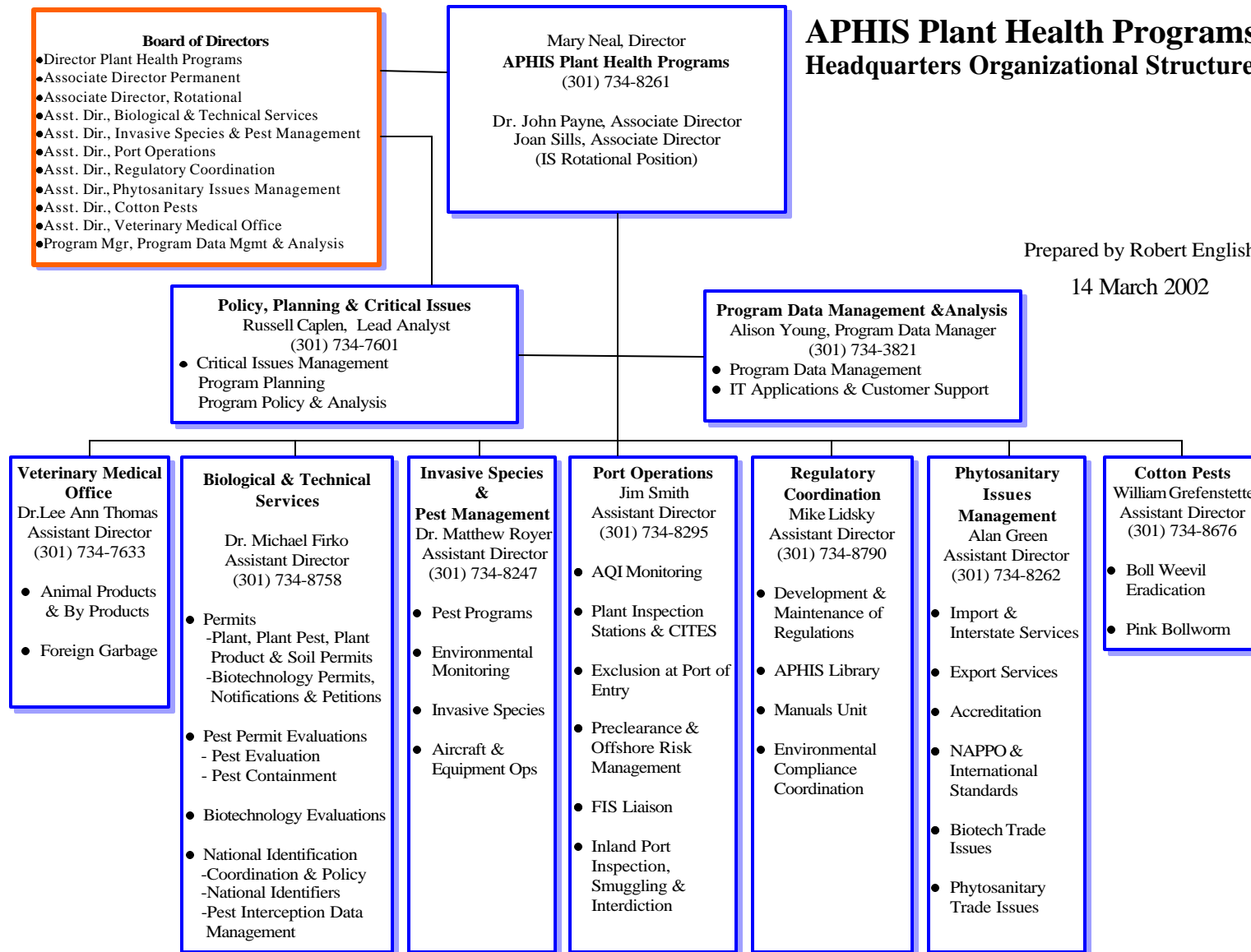
**27 March 2002**

Prepared by Robert English



# APHIS Plant Health Programs Headquarters Organizational Structure

Prepared by Robert English  
14 March 2002



# Center for Plant Health Science and Technology

## Program Operation Structure

## Strategic Planning, Program Evaluation, and Emerging Issues

27 March 2002

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